



Success: One Puzzle Piece at a Time

2008 Annual Report

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Mission Statement

The Harris County Juvenile Probation Department is committed to the protection of the public, utilizing intervention strategies that are community-based, family-oriented and least restrictive while emphasizing responsibility and accountability of both parent and child.

Core Values

We value the belief that everyone is to be treated with dignity and respect.

We value the belief that each person has innate worth, dignity and the capacity for positive change.

We value services that are ethical, effective and culturally competent.

We value and promote a positive image of the department, the employees and our role within the community.

We value an environment that promotes initiative, productivity, teamwork and professional growth.

We value an atmosphere which stresses tolerance and is free of discrimination.

We value developing collaborative efforts with judicial, legislative and community partners.



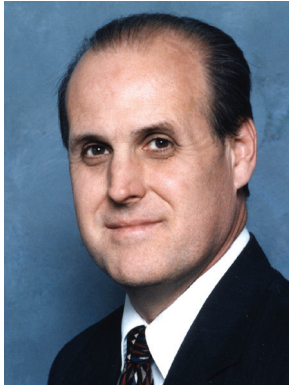
Ed Emmett
County Judge

Dear Citizens of Harris County

The year 2008 immediately brings overwhelming memories to most of us about Hurricane Ike and its aftermath along the upper Texas coast. Harris County was not spared as it has been many times in the past. Most of us were limited in the choices we could make due to lack of electricity, gasoline and supplies. In addition to caring for our own families, the Harris County Juvenile Probation Department was responsible for the safety and needs of youth who had been placed in their care by the courts prior to the storm. Because of their mistakes and poor choices, youth were caught up in an incredible situation brought about by the hurricane. For instance, the Harris County Youth Village is located a short distance from the ship channel and residents were immediately moved to other facilities. Staff in charge of hundreds of others in residential centers made necessary preparations as we all “hunkered down.”

As soon as it was safe to do so, the staff of the Juvenile Probation Department went to work in the community providing security, distributing food, water and ice and doing everything they were asked to do.

As soon as electricity was restored and life became somewhat normal again, programs of guidance and education were quickly restored for the youth. More than any other year, the Juvenile Probation Department has implemented a wide variety of therapeutic programs to keep youth in the community while they learned how to make good decisions. The members of the Commissioners Court believe that learning life’s lessons in the community is the most promising way toward a successful future. We look forward to many stories of success from youth who have learned that even during a hurricane, there are positive role models available for advice and guidance.



Harvey Hetzel
Executive Director

From the Executive Director

We will not soon forget the year 2008 with its choices and challenges, and, yes, the horrendous Hurricane Ike. For long days in September, we juggled the concerns of our own families with the responsibilities of the workplace. Every staff member of the Harris County Juvenile Probation Department was part of a huge team handling a myriad of problems, but, in some respects, that's exactly what we do every day.

Each young person who comes to court initially presents a puzzle to those assigned to the case. In the beginning, the slate is blank. Although little is known about the youth and his or her family, that picture changes quickly as questions are asked and answers are given. What has happened to a young person to cause him or her to make bad decisions, to follow the wrong crowd and to disappoint friends and families? Are self-esteem and self-confidence the missing pieces of the puzzle? Are there negative role models? Is there a medical or emotional problem that can be diagnosed and treated? Many probationers make great gains when someone from the community takes the time to visit and to mentor. Having a true friend that can be trusted and admired may be a "first" for a young person whose own family has not provided the needed guidance and discipline.

As we work to solve the puzzle about each young person, we are able to implement a variety of positive programs. What is effective for one probationer may not be for another. For instance, a girl may lack trust and even fear or dislike animals but working in the equine therapy program brings about a profound change in her personality. She learns to respect the horse and the people making the program possible. Teenagers described as "loners" are challenged to master the ROPES course which requires physical agility and teamwork with others. They develop a sense of pride in their own accomplishments that might have been a missing puzzle piece.

Because of the willingness of the community to partner with juvenile probation officers, we know that we are finding missing elements in many probationers' lives. This means that our programs and supervision will result in new attitudes and reachable goals. We are able to point out to each youth many exciting possibilities afforded only by living lives within the law. Then and only then will we know we have solved another puzzle and given a young person a chance to move on to a successful life.

2008 Highlights

A number of employees were recognized in 2008 for outstanding tenure with the department. Melanie Wood, Donnie Camp and Pat Montgomery have worked for the department for 30 years. Keith Branch, Robert Flores, John Kandeh, Simuel Thomas and Illya Veljanovich are 25-year employees and Terri Turner and Tracy Wilson have been with the department for 20 years.

The department's annual General Staff meeting gives the entire staff an opportunity to honor their peers. At the 2008 General Staff meeting, the following staff members were chosen: Educator of the Year-Festus Edokpa, Staff Services-Robert Flores, Institutions Officer-Avid Frazier, Staff Services-Carol Sergeant, Juvenile Probation Officer-Randy Rowan and Boss of the Year-Kathryn Schuller.

William H. Thompson, Deputy Director of Residential Facilities and Related Services, was elected Commissioner on Accreditation of the American Correction Association for 2008 representing the National Detention Association. Membership on the Commission represents participation in a national effort to encourage, promote and sustain improvements in the field of corrections.

A photograph of Jose de la Luz of Cups 8 jogging is now in place at the Memorial Herman TIRR Hospital. The hospital is famous for its rehabilitation work with patients who have suffered brain injuries.

The Cups 2 staff has joined forces with Humble, Aldine, North Forest, Galena Park and Houston (Northeast) school districts that provide education to many probationers. The purpose of the partnership is to provide services to probationers and their families sponsored by the department in a safe environment. Monthly educational workshops held after school are unique because they are sponsored by personnel from that district. The goal is to allow each district to explain the services available to families to support youth facing academic, social or vocational challenges in their schools. Juvenile probation officers collect reports and handle other business with the probationer and parent before the meeting. In addition to after-school meetings, juvenile probation officers are present on campuses during the school day to encourage regular attendance and provide support. Officers also work with school counselors to address academic performance.

Probation Officer Gena Smith of the Female Intervention Program accompanied 13 girls to the Linda Lorelle Scholarship College Preparatory Conference at the George R. Brown Convention Center in January. They visited 50 different college booths to learn about scholarships and financial aid. One of the girls won a Linda Lorelle Scholarship and is now enrolled in college.

The department was pleased to announce audit scores of: Burnett-Bayland Home Reception Center - 99.2; Delta Boot Camp - 97; Fiscal Grant - 94.59; Juvenile Detention Center - 77; Juvenile Justice Alternative Education Program - 81.17; and Westside Command Station - 100! Credit goes to our remarkable staff that worked hard to achieve these scores.



John Cocoros

On April 1, 2009, the field of juvenile justice lost a leader and a tireless advocate for troubled youth and their families. Perhaps nowhere is that loss more keenly felt than in Harris County where John Cocoros served as chief and executive director of the Juvenile Probation Department for 12 years beginning in 1979.

In a distinguished 50-year career that began with the FBI, John soon shifted his interest to juvenile corrections when he became a caseworker at the District of Columbia Training School and later a juvenile probation officer in Baltimore.

From there, he became Regional Director of Parole for the Ohio Youth Commission and later, State Director with the National Council on Crime and Delinquency for Oklahoma and Texas.

In 1971, John joined the Sam Houston State University faculty as an associate professor and Director of Continuing Education in Criminal Justice. There he received the University's Outstanding Leader in Higher Education award

After a brief tenure as head of the Dallas County Juvenile Probation Department, John was hired by Harris County.

A long-time member of the Standards and Ethics committee of the American Correctional Association (ACA), John worked diligently to elevate the definition of "best practices" in juvenile and adult corrections. It was from this life-long commitment to excellence that John steered the Harris County Juvenile Probation Department toward full compliance with ACA standards winning, for the first time, accreditation for the department's court services, field probation services and all its institutions.

During his tenure with Harris County, the agency often was cited as a model winning numerous awards from the National Council of Juvenile and Family Court Judges for innovation and achievement in all areas of the department's services.

Following his retirement from Harris County, John remained active in the field. He was a sought-after consultant. His firm, Cocoros Associates, counted among its many clients the U.S. Department of Justice, National Crime Prevention Council, the National Council of Juvenile and Family Court Judges, the Texas State Comptroller and the juvenile justice systems of several states.

He served on the board of the Southwest Correctional Arts Network as Vice President and Treasurer; and on the board of the Gulf Coast Trades Center in New Waverly where his service has been recognized with the establishment of the John Cocoros Memorial Scholarship Fund.

John is survived by his wife, Ada, who lives in Lakeway, Texas, near the home of daughter, Joann; by two sons, David and Craig, both of whom have followed in their father's footsteps by pursuing careers in juvenile corrections in Arizona; and by four grandchildren.

Harris County Commissioners Court

The Harris County Commissioners Court is a five-member elected body responsible for the general administration of county business. As a county agency, the Juvenile Probation Department receives most of its annual budget from the Commissioners Court. In 2008, \$74,824,535 was allocated for staff salaries, direct client services, private placements, residential services and general operating expenses.

The Commissioners Court also determines county personnel regulations and sets operational guidelines followed by the department. Commissioners Court support enables the Juvenile Probation Department to provide services to thousands of troubled youth and their families in the community each year. The members of Commissioners Court are as follows:

Ed Emmett Harris County Judge	El Franco Lee Commissioner Precinct One	Sylvia Garcia Commissioner Precinct Two	Steve Radack Commissioner Precinct Three	Jerry Eversole Commissioner Precinct Four
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Harris County Juvenile Board

The Harris County Juvenile Board is the governing body of the Juvenile Probation Department. As mandated by state statute, the Juvenile Board monitors all of the department's programs, institutional services and residential placement facilities. The board also sets administrative policies and approves the department's annual budget prior to submission to the Court. The members of the Juvenile Board are as follows:

Ed Emmett Harris County Judge Chairperson	Judge Pat Shelton 313th District Court	Judge John Phillips 314th District Court Vice Chairperson Secretary	Judge Michael Schneider 315th District Court	Judge George Godwin 174th District Court
Judge Georgia Dempster 308th District Court January to September, 2008	Judge Lisa Millard 310th District Court from September, 2008	Judge Ken Wise 152nd District Court to February, 2008	Judge Matha Hill Jamison 164th District Court from February, 2008	Judge Richard Vara Justice of the Peace Precinct 6, Place 1

Associate Judges

Robert Molder 313th District Court	Aneeta Jamal 314th District Court	Evan Glick 315th District Court	Beverly Malazzo Detention Center
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Juvenile Board Advisory Committee

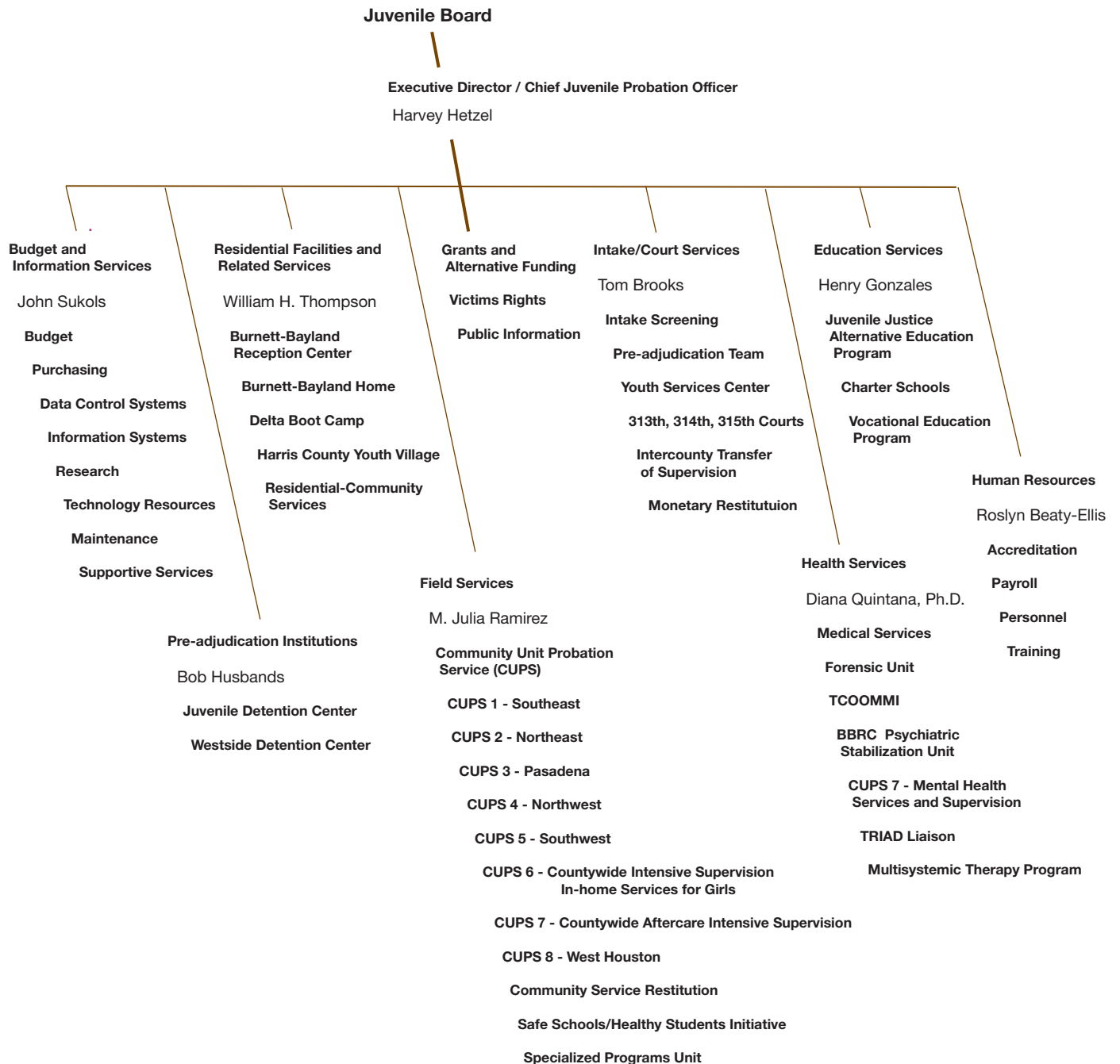
The Advisory Committee brings together representatives of the medical, educational and legal community who have a clear understanding of the juvenile offender population. They make recommendations and provide consultation when called upon. The committee includes the following:

Beverly Malazzo Associate Judge Chairperson	Ann Campbell Helen Jackson Robert Thomas	Connie Clancy Jo Ann Jones-Burbridge John Trevino	Celestine Harris Rebecca Reyna	Judge Frank Pierce Will Risser, M. D.
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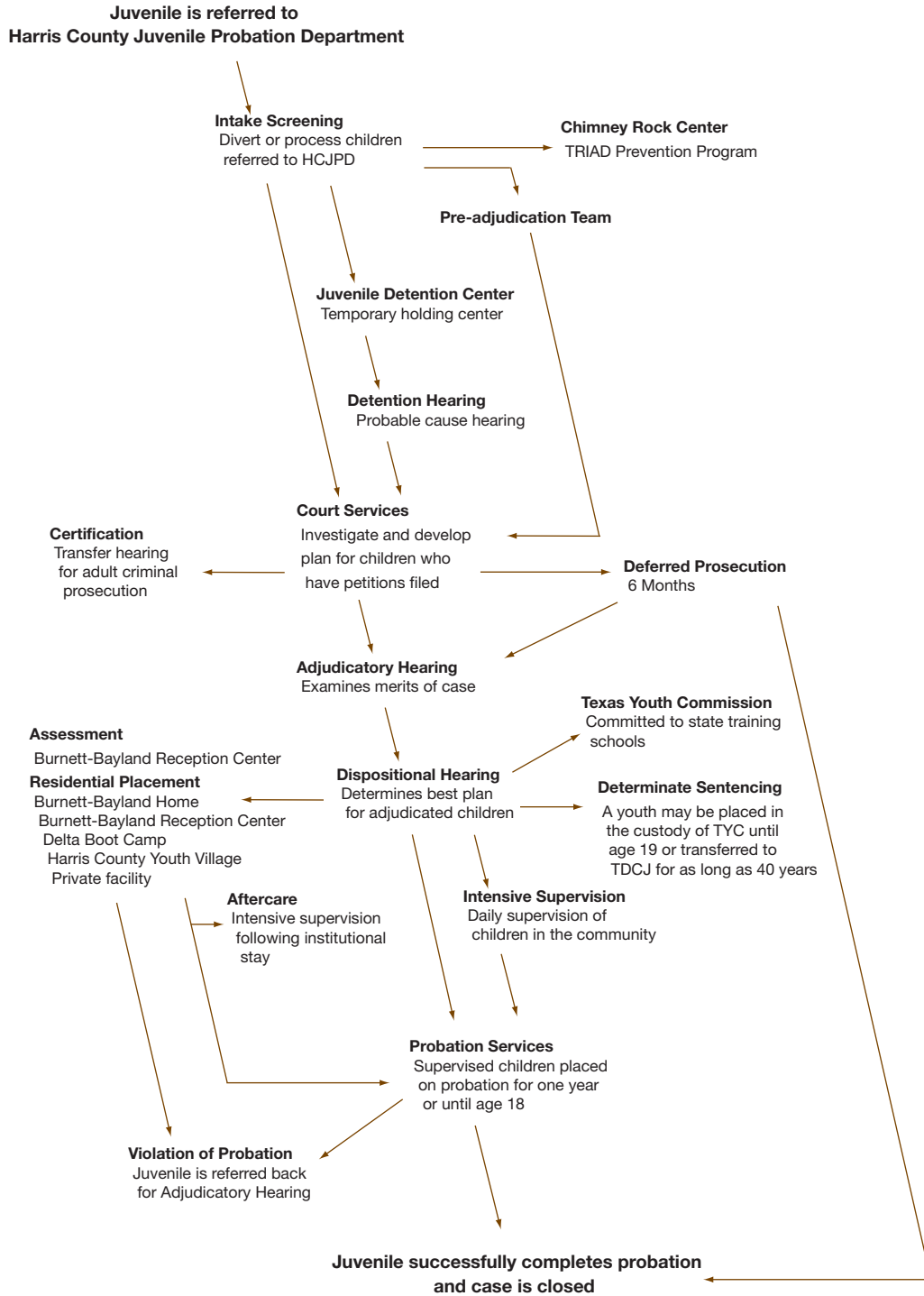
Administrative Staff

Executive Director, Chief Juvenile Probation Officer Administrator of Community Development	Harvey Hetzel Kendall Mayfield
Budget and Information Technology	
Deputy Director	John Sukols
Assistant Deputy Director	Izer Billings
Assistant Budget Officer	Janie Moreno
Administrator of Technology and Systems Development	Pam Boveland
Administrator of Special Projects and Custodian of Records	Genevieve Walls
Administrator of Systems Operations	Robert Murray
Education Services	
Deputy Director	Henry Gonzales
Assistant Deputy Director	Julie Baker
Assistant Deputy Director	Barbara Redeker
Human Resources	
Deputy Director	Roslyn Beaty-Ellis
Assistant Deputy Director	Marilyn Broussard-Webb
Director of Training, Accreditation and Quality Assurance	Terry Snow-Smith
Health Services	
Deputy Director	Diana Quintana, Ph.D.
Senior Psychologist	Matthew Shelton, Ph.D.
Director of Nursing	Jennifer Ray, R.N.
Intake Court Services	
Deputy Director	Tom Brooks
Projects Manager/Assistant Deputy Director	Rebecca deCamara
Administrators, 313th, 314th, 315th Court Units	Terri McGee, Guadalupe Mendiola
Administrator, Intake Services	Tim Broussard
Administrator, Youth Services Center	Mary Castillo
Pre-adjudication Institutions	
Deputy Director	Bob Husbands
Superintendent	David Hetzel
Assistant Superintendent	Tracy Wilson
Assistant Superintendent	Art Petitt
Residential Facilities and Related Services Division	
Deputy Director	William H. Thompson
Assistant Deputy Director	Keith Branch
Superintendent, Burnett-Bayland Reception Center	John Kande
Assistant Superintendent	Kernal Bobb
Superintendent, Burnett-Bayland Home	Charlene Laskoskie
Assistant Superintendent	Ervin Taylor
Superintendent, Delta Boot Camp	Donald Clemons
Assistant Superintendent	Bert Carter
Superintendent, Harris County Youth Village	Loretta Tigner
Assistant Superintendent	Obi Nweke
Administrator, Residential-Community Services	Anna 'Pat' Garcia
Field Services	
Deputy Director	M. Julia Ramirez
Assistant Deputy Director	Luann McCoy
Administrator of Field Services Operations	Alice Sweeney-Herd
Administrator, CUPS 1*	Diana Johnson
Administrator, CUPS 2	Tim Washington
Administrator, CUPS 3	Andrea Rice
Administrator, CUPS 4	Pedro Guzman
Administrator, CUPS 5	James Redic
Administrator, CUPS 6	Edward Baldazo
Administrator, CUPS 7	Susan Bonich
Administrator, CUPS 8	Donald Camp
Administrator, Specialized Programs	Tania Wallace
* Community Unit Probation Services (CUPS)	

Organizational Chart



Case Flow Chart





Programs to Guide,

Aid to Victims of Domestic Abuse
 American Association of Mexican
 Americans
 Al-Anon
 Aldine Youth Center
 Alternative Behaviors
 Baby, Think It Over
 Baylor College of Medicine
 Big Brothers and Sisters
 Bo's Place
 Boys and Girls Club
 C3 Institute
 Children's Assessment Center
 Children's Prison Art

Communities in Schools
 Community Youth Services
 Council on Alcohol and Drugs Houston
 Crossroads
 Cypress Creek Hospital (drug and
 psychological treatment)
 Dare to Dream
 Devereaux Drug Treatment Program
 Drug Free Program
 Early Termination
 Educational Workshops
 Federation for Families
 Female Intervention Program

FUUSA (Families Under Urban and
 Social Attack)
 GIFTS (Girls Inspiring for Future
 Timeless Success)
 Harris County Advocate Program
 Houston's Safe Schools/Healthy
 Students Initiative
 Intensive Supervision
 Intracare
 JDAI Alternatives to Secure Detention
 Task Forces
 Juvenile Consequences
 Love U2



Motivate and Inspire

MADD Victim Impact Panel (Mothers
 Against Drunk Driving)
 Mayor's Anti-Gang Office
 Mental Health Mental Retardation
 Authority
 Mobile Crisis Outreach Team
 National Alliance on Mental Illness
 National Association for Shoplifting
 Prevention
 Neuro-psychiatric Center at Ben Taub
 PACE (Project Self-Esteem, Academics,
 Character, Employment)
 Palmer Drug Abuse Program

Peer Pressure Workshops
 Phoenix House
 Prohibited Weapons Workshops
 Resolve It (Girls Circle and
 Equine Therapy)
 R.O.P.E.S. (Reality Oriented
 Physical Experiences Systems)
 Service Learning Projects
 Shield Bearer
 Special Youth Services
 State Farm Insurance
 Success at Work
 Target Hunger

Teen Crisis Hotline
 Tejano Center
 Texas Worksource
 Turning Point
 Unlimited Visions
 University of Houston Mobile
 Eye Institute
 University of Texas Health Sciences
 Vocational Exploration
 Vocation Educational Program
 WINGS
 Writers in the Schools
 Youth Exchange Services

Offense per Referral, 2006 - 2008

Offense	2006	2007	2008
Homicide	16	14	27
Arson	57	29	57
Assault			
Felony	383	315	309
MA/MB	1,392	1,190	1,116
Sexual Assault	186	121	119
Robbery	355	374	350
Burglary	937	937	868
Theft			
Felony	110	106	84
MA/MB	1,421	1,515	1,836
Auto Theft	47	39	33
Unauthorized Use of a Motor Vehicle	251	222	183
Drugs			
Felony	762	762	409
MA/MB	1,705	1,675	1,573
Alcohol MB	5	7	4
Other			
Felony	746	675	672
MA/MB	3,417	2,993	2,697
Assault - MC	2,114	1,652	1,311
Theft - MC	101	102	60
Drugs - MC	67	63	17
Alcohol MC	7	5	3
Other - MC	1	0	6
Disorderly Conduct	133	93	90
City Ordinance Violations	715	725	532
Violations of Probation	2,144	2,191	1,827
Runaways - CHINS *	2,527	1,527	1,460
Other CHINS *	274	228	160
TYC Runaways	92	103	89
Administrative Actions **	4,912	5,501	4,997
Total	24,877	23,164	20,885

* Children In Need of Supervision.

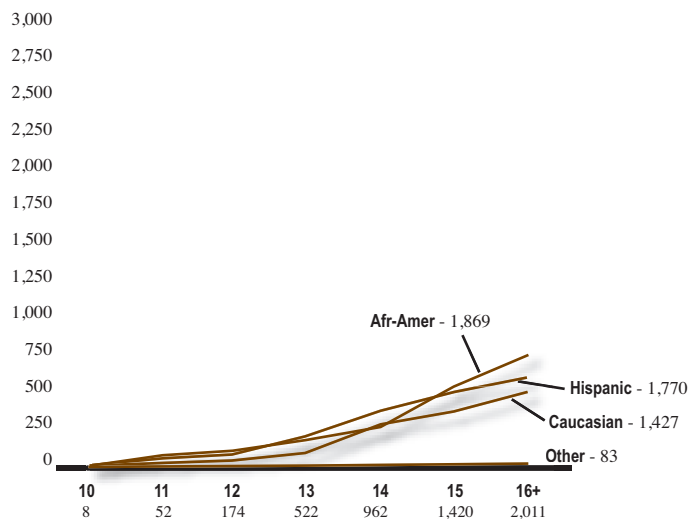
**Administrative Actions may include offenses such as motion to modify, hold as material witness, request of change in custody and motion for release and transfer. Offenses not limited to these categories.

Offense per Admission to Detention, 2006 - 2008

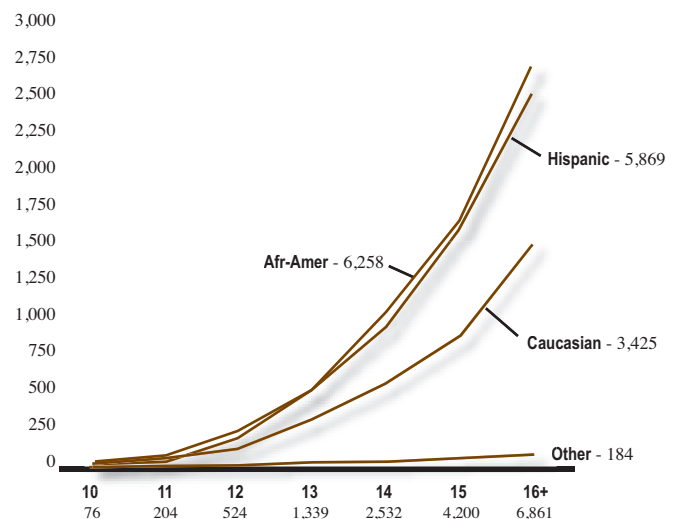
Offenses	2006	2007	2008
Murder	12	12	25
Arson	29	21	35
Assault			
Felony	309	256	289
Misd A/B	769	669	714
Misd C	48	43	29
Sexual Assault	162	118	117
Robbery	283	258	324
Burglary	477	494	496
Theft			
Felony	49	63	63
Misd A/B	397	382	401
Misd C	7	8	5
Auto Theft	31	24	23
Unauthorized Use of a Motor Vehicle	167	141	132
Drugs			
Felony	337	314	200
Misd A/B	585	577	536
Misd C	4	8	1
Inhalants	0	0	0
Alcohol Misd A/B	4	4	0
Alcohol Misd C	3	2	0
Other			
Felony	321	313	328
Misd A/B	1,124	1,033	1,042
Misd C	0	0	4
Disorderly Conduct	100	64	71
City Ordinance	38	31	29
Violation of Probation	1,207	1,242	1,027
Runaway* (CHINS)	90	106	97
Other* (CHINS) Offenses	3	1	3
TYC Runaways	177	193	170
Administrative Actions	202	262	436
Total	6,935	6,639	6,597

*Children In Need of Supervision (status offenses)

Referrals by Age and Ethnicity - Females, 2008



Referrals by Age and Ethnicity - Males, 2008



Referrals by School District of Residence and Ethnicity, 2008

School District	Afr-Amer	Hispanic	Caucasian	Other	Total
Aldine	369	177	115	6	792
Alief	345	302	60	22	604
Channelview	19	72	54	0	145
Clear Creek	36	32	95	5	168
Crosby	14	10	19	0	43
Cypress-Fairbanks	252	292	285	39	868
Deer Park	5	25	44	1	75
Galena Park	108	166	87	8	369
Goose Creek	82	87	100	1	270
Houston	1,637	1,218	312	5	3,172
Huffman	3	8	15	0	26
Humble	97	61	180	3	341
Katy	63	80	136	2	281
Klein	107	78	145	11	341
La Porte	13	21	66	0	100
North Forest	154	21	5	0	180
Pasadena	109	423	203	8	743
Sheldon	39	43	4	0	86
Spring	207	96	106	3	412
Spring Branch	40	133	76	0	249
Tomball	9	18	28	0	55
Stafford	1	0	1	0	2
Waller	2	4	7	0	13
Pearland	2	1	0	0	3
Private/Parochial	194	136	78	6	414
Out of County	91	58	86	4	239
College/University	2	3	1	4	10
H C Department of Education	140	59	46	1	246
JJAEP	101	156	71	10	338
Juvenile Board Charter School	64	29	1	0	94
Not Available	3,822	3,830	2,426	128	10,206
Total	8,127	7,639	4,852	267	20,885

Referring Agency, 2008

Agency	Total
Baytown Police Department	399
Constable's Office	1,536
Harris County Sheriff's Department	2,577
Houston Police Department	4,447
Juvenile Probation Officer	5,674
Pasadena Police Department	338
Schools	4,369
Other	1,658
Total	20,885

Offense Severity, 2008

Felonies	3,107
Misd. A/B	7,226
Misd. C/Less	3,846
CHINS	1,709
Admin. Offenses	4,997
Total	20,885

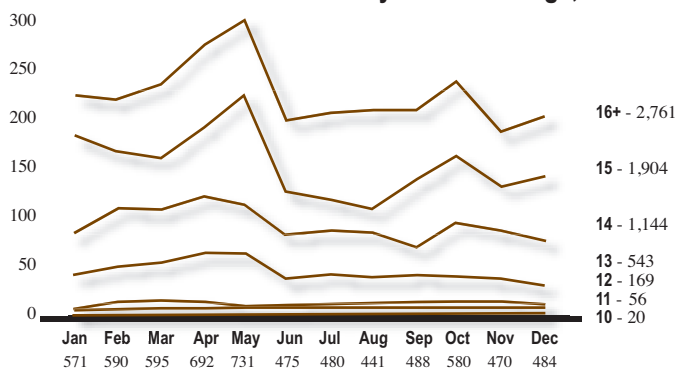
Court Activity, 2008

Disposition	
Certification	83
Certification Denied	18
CPS Involvement	59
Deferred Prosecution	3,512
Dismissed / Non-Suit	4,011
Early Termination of Probation	455
Not Found CHINS or Delinquent	11
Passed	715
Passed/Writ	467
Probation*	4,380
Probation/Restitution*	605
Probation/Determinate Sentencing**	26
TYC/Determinate Sentencing**	17
TYC	301
Bound Over to TDC	4
Other	1,145
Total	15,809

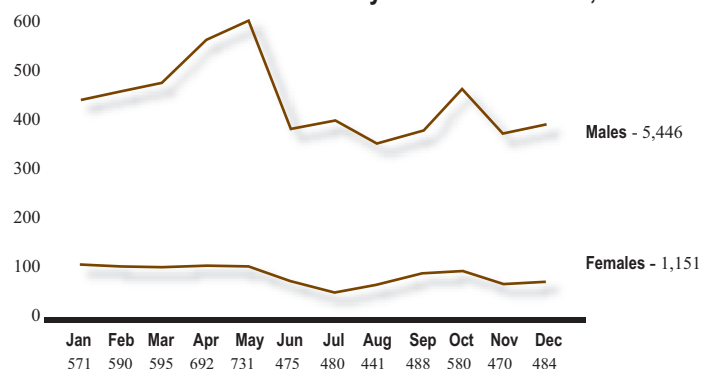
Residential Services for Youth, 2008

A Child is Born	27
Center for Success and Independence	44
Daystar Residential, Inc.	55
Embracing Destiny	1
Everyday Life	5
Gulf Coast Trades Center	131
HCPC-Residential Treatment Center	24
Incentives Boys Ranch	15
Jaycee's Children's Center	16
Krause Center	70
McDuffie's Adolescent Center	0
Minola's Place	24
Positive Steps, Inc.	4
Renewed Strength	15
Rockdale Justice Center	36
Shiloh Treatment Center	12
Shoreline	10
Texas Adolescent Center	0
Therapeutic Family Life Center	2
TMG/Hays County Juvenile Center	96
Totally Fit	2
Victoria County Juvenile Center	15
We Care	23
Total	652

Admissions to Detention by Month and Age, 2008



Admissions to Detention by Month and Gender, 2008



TRIAD Consortium

As part of the TRIAD consortium, the Intake Court Services Division has 13 juvenile probation intake staff assigned to the TRIAD Prevention Program to coordinate and provide intervention and prevention services to at-risk children and families. The Harris County Youth Services Center (YSC) Intake staff implemented the Girls Inspiring for Future Timeless Success (GIFTS) program for females referred there. The overall goal of the GIFTS program is to address as many issues as possible and provide enough sources and mentorship to enable them to have successful futures. YSC Probation Intake supervises Deferred Adjudication cases and offers counseling, workshops and other programs aimed at diverting youth from the juvenile justice system.

TRIAD Prevention Program

The YSC serves as a 24-hour intake center for youth, ages 10 to 17, who are detained for status offenses such as runaway, truancy and curfew or Class C Misdemeanors (theft, assault, disorderly conduct or public intoxication) and those who are in need of supervision. At the YSC, services include screening and assessment, crisis intervention, counseling, emergency shelter, referrals and follow-up. The Harris County Juvenile Probation Department (HCJPD), Harris County Protective Services for Children and Adults (HCPS) and the Mental Health and Mental Retardation Authority (MHMRA) are partners in the TRIAD Prevention Program with the TRIAD executive director reporting to HCPS. In 2008, 1,968 juveniles who had run away, broken curfew, skipped school or committed Class C misdemeanors such as alcohol violations received services at the YSC and the probation staff assisted another 1,250 juveniles. In 2008, YSC Intake staff received 847 non-custody status offense and Class C Misdemeanor referrals and provided services to these youth. Many parents consult the TRIAD staff to find ways to prevent their children from breaking the law.

In addition to Intake services, the TRIAD Prevention Program operates the Justice of the Peace Court Family Service Case Manager Program, the TRIAD Mental Health Services Program and the Alliance for Children and Families (formerly the Community Resource Coordination Group). The TRIAD Prevention Program also administers grant-funded programs including Services to At-Risk Youth (STAR), Community Youth Development, Truancy Learning Camp and Title V Stay-in-School Program and Parenting with Love and Limits (PLL).

INTAKE COURT SERVICES DIVISION

Intake Screening

Harris County law enforcement officers may take a juvenile to either the YSC or the Juvenile Detention Center, both 24-hour intake units of the Juvenile Probation Department. Intake Screening is responsible for assessing immediate circumstances and deciding if the youth is to be detained or released. When a youth is thought to present a threat to self or to the community or is likely to run away and not return for a court appearance, he or she will be detained for a probable cause detention hearing conducted by an associate judge.

In 2008, there were 6,405 youth received at the Juvenile Detention Center (JDC). Intake Screening diverts approximately 10% of all youth received at the JDC each year. This

diversion program consists of the youth not being processed and being released within three hours from the time of receipt at the Detention Center. Additionally, Intake Screening and the YSC divert youth from detention using telephone staffing with all law enforcement and school district agencies.

For mental health issues, Intake Screening makes referrals to the Ben Taub Neuro-psychiatric Center and the MHMRA by telephone to address their immediate psychiatric needs.

Intake Screening is also responsible for the supervision of probationers residing outside Harris County by collaborating with Inter-County Transfer Officers throughout Texas as well as Texas Interstate Compact of Juveniles in Austin, Texas.

Court Services

Once the District Attorney's office has filed a petition, court services staff prepares a comprehensive profile of a juvenile and the case. This detailed report may be used with other information to aid the judge in determining a suitable disposition by including details about the youth's physical and emotional status as well as school and family circumstances. If a juvenile is found to have engaged in delinquent conduct, he or she may be allowed to live at home under stringent rules of probation, placed in a residential facility or county institution, or committed to the Texas Youth Commission (TYC).

Monetary Restitution

In 2008, the courts ordered 1,181 juvenile offenders to pay \$688,650 to victims. The department collected \$362,036 in financial restitution with collection continuing from cases heard from 2007 and before. In all, \$345,786 was disbursed to victims in 2008.

Pre-Adjudication Team

The Pre-Adjudication Team (PAT) provides intensive supervision to juvenile offenders who can be released from detention to await their court dates. This team ensures that the Detention Center has beds available for serious offenders who must be detained. Experienced officers work extended hours every day to monitor juveniles who are awaiting court. During 2008, the team handled 241 cases with considerable savings in bed space and associated care in the Juvenile Detention Centers.

PRE-ADJUDICATED INSTITUTIONS DIVISION

The Pre-Adjudication Institutional Division consists of the Juvenile Detention Center located in the Juvenile Justice Center in downtown Houston and the Westside Command Center (WCS) in southwest Houston, both state certified secure detention facilities. Each detention center houses youth pending court or awaiting transfer to the post-adjudicated facilities such as the Burnett-Bayland Reception Center, the Delta Boot Camp, the Harris County Youth Village, the Burnett-Bayland Home for Girls, other private placements and TYC.

The Juvenile Detention Center consists of six housing floors accommodating 250 youth, and the Westside Detention Center which can accommodate 45 youth. Each detention center features private sleeping rooms, multi-purpose activity rooms, gymnasiums, visitation and counseling areas, facilities for medical, dental, psychological and social services. In addition, the JDC has a separate intake section and a courtroom.

Advanced monitoring systems including digital video recordings and architectural design provide security and safety without bars. During their stay, youth undergo physical and psychological assessments, short-term therapy and crisis intervention. Recreation specialists provide daily physical education activity. Highly trained staff and volunteers work to promote feelings of self-worth, to establish trust and teach youth to relate to others through structured unit activities.

Each youth can express their own religious preference and maintain regular contact with family members through visits, written correspondence and phone calls. Both detention locations adhere to the guidelines of the National School Lunch Program, and three well-balanced meals are provided to each resident daily. Additionally, a full range of medical, dental and ophthalmologic services including follow-up care or treatment is available for each youth.

The Juvenile Justice Charter School provides an educational program which focuses on areas in which these students are deficient such as remedial reading, language and math skills. Volunteers and other agencies provide additional services including health awareness, self-esteem workshops, tutoring and individual visitation. The Pre-Adjudicated Institutions Division as well as the department are active participants in the review and application efforts of the Annie E. Casey Foundation.

HEALTH SERVICES DIVISION

The Health Services Division encompasses both mental and medical health services at the Juvenile Justice Center and throughout the agency. The mission of the division is to meet the emotional, behavioral and physical health needs of youth in the juvenile justice system, while supporting the agency's commitment toward protecting the public and providing rehabilitation to juvenile offenders.

In 2008, the Medical Department provided quality care to more than 6,000 adolescents implementing "Standards of Care for Correctional Nursing" now recognized as a specialty in the world of health care.

The MHMRA Forensic Assessment Unit provides psychological evaluations for pre-adjudicated and post-adjudicated youth in the Detention Center. The Forensic Unit is staffed by mental health professionals under the supervision of licensed psychologists and psychiatrists. They conducted 3,472 evaluations in 2008, including 221 psychiatric assessments. The Forensic Unit continues to serve as a practicum site for graduate students. In 2007, it became accredited as a pre-doctoral internship training site.

In 2008, the Psychological and Social Services Department conducted 7,323 counseling sessions (including group and individual sessions) with 2,166 different juveniles. Referrals and evaluations can be handled electronically which facilitates the provision of services and treatment. The Psychological and Social Services Department is recognized as a specialized unit and all therapists have at least a master's degree in counseling or related services. A psychiatrist visits the Detention Center to provide medication interventions or follow-up care to youth pending court. In 2008, the psychiatrist conducted 414 initial evaluations and provided follow-up care to 894 youth. The Psychological and Social Services Department provides screening as well as counseling support.

Youth that are diagnosed with chronic and severe psychiatric symptoms can be treated in a special 16-bed unit at the Harris County Psychiatric Center (HCPC) Sub-acute Unit. HCPC served 153 youth in 2008, and over 1,000 since May 2001 when the program began. The Psychiatric Stabilization Unit at BBRC provided intense psychiatric and counseling interventions to 110 post-adjudicated youths in 2008 in collaboration with MHMRA of Harris County.

The Community Unit Probation Services (CUPS) 7 office is the home of the Special Needs Program funded by the Texas Juvenile Probation Commission (TJPC) and the Texas Correctional Office on Offenders with Medical or Mental Impairment. This program consists of four teams made up of juvenile probation officers and mental health professionals who work with special caseloads of youths with mental health problems. In addition, a psychiatrist is assigned to the unit for crisis intervention and medication management. This program served 150 youth in 2008.

The Juvenile Probation Department is a key member in the Harris County Systems of Hope project which is a multi-agency children's mental health systems initiative funded by the Substance Abuse and Mental Health Services Administration. This initiative provides a case manager and a parent partner for youth who are identified as being seriously emotionally disturbed. In 2008, 40 youth and families were served by the Systems of Hope.

In 2008, the department fully integrated Operation Redirect to divert mentally ill youth from the juvenile justice system. Operation Redirect triage clinicians assessed 1,514 youths in the Juvenile Justice Center pending court. Data continues to indicate that 50% of youths screened have symptoms of a mental health disorder with 20% evidencing symptoms of a severe emotional disturbance. In addition to assessing the behavioral needs of individual juveniles, Operation Redirect creates a comprehensive profile of the needs of the youth and their families. The data generated by the behavioral health screening led to the development of a multisystemic therapy program which works with families in the community. HCJPD is one of the few probation departments in the country that has developed this program.

FIELD SERVICES DIVISION

Post-court Interview Unit

Field officers report daily at the Juvenile Justice Center to interview families of youth at who are scheduled for hearings in the three district courts. This unit was created to make contact immediately after court with the client and parent. The identity, address, school, employment and all pertinent information related to the youth and family are verified, and a MAYSI assessment instrument given to determine mental health needs. The AMY (Addiction Measure for Youth) instrument is conducted to identify drug/alcohol education, counseling and/or treatment needs.

Deferred Adjudication

The court offers Deferred Adjudication to juveniles who are younger, non-violent offenders. The program guides them through six months of specialized programs, counseling and supervision aimed at diverting them from the juvenile justice

system. Parent-training workshops, AIDS education, anger management and peer pressure programs are designed to teach juveniles to act responsibly. Drug-dependent youth are referred for therapy and education. Youths accused of shoplifting are referred to a home study program designed for shoplifters. Upon successful completion of their Deferred Prosecution contract, their cases can be dismissed. In 2008, an average of 1,531 juveniles participated in the Deferred Adjudication program each month. Beginning in the summer 2007, these cases were assigned to the CUPS office located closest to the probationers' homes.

Field Supervision

Most juveniles who go through the court system remain at home under field supervision. The time is usually one year, but the courts may lengthen the duration of probation to age 18. Field supervision and rehabilitative services for youth and their families are provided from nine field probation services sites located throughout Harris County. During 2008, an average of 5,208 juveniles was under supervision by the Field Services Division each month.

When a juvenile has been declared delinquent, the court sets rules of probation. General rules include completing community service restitution hours, reporting change of address, attending school or holding a job, not leaving the county without the probation officer's permission, curfew hours and submitting to drug testing upon request. In addition, monetary restitution may be required and the juvenile may be referred to counseling and educational programs.

Intensive Supervision

The Intensive Supervision Program (ISP) diverts high-risk youth from the state institutions of TYC and redirects their lives through a program of close supervision and rehabilitation. Each ISP participant must have adequate supervision by parents or significant adults at home. After placement in the program by the courts, clients are contacted twice weekly by a probation officer. This program is administered by juvenile probation officers and human service professionals who work with trained volunteers, student interns and community and civic groups. In 2008, an average of 683 juveniles received services in the ISP each month.

The Female Intervention Program (FIP) allowed 224 female probationers to remain at home with 24-hour supervision instead of going to a more costly residential facility. Many services are available and their "Baby, Think It Over" program utilizing computerized infants is an excellent learning experience for girls.

The "Super Saturday" events demonstrate the flexibility and creativity of the ISP Unit. Probationers and parents meet with tutors, counselors and other service providers for special sessions and workshops.

The Intensive Aftercare Program Unit (IAP) provides intensive supervision for youths leaving all county institutions during the weeks following release from structured institutional life. In 2008, an average of 357 juveniles received services in the IAP Unit each month. Clients participated in Saturday programs, drug testing, electronic monitoring, parent-education workshops and Reality Orientation through Physical Experi-

ences (ROPES) courses. Project 17 officers work to interest the older probationers in careers and prepare them for independent living.

Specialized Program Unit

Sex Offender Supervision is designed for youths adjudicated on sex offense charges that meet the state registration eligibility. These clients have completed the court-ordered Sex Offender Treatment program at the Burnett-Bayland Reception Center before being released for supervision in the community. In 2008, 221 juveniles received services in the sex offender program.

The Gang Supervision Caseload program focuses on the sharing of information about gang members. In a collaborative effort with the Mayor's Anti-Gang Office and AAMA (Association for the Advancement of Mexican Americans), 323 youth were monitored in 2008. Tattoo removal is available through a partnership with the City of Houston and graffiti abatement projects are done on a regular basis.

Community Service Restitution

The Community Service Restitution Program supervises work projects done by probationers and sometimes with their parents at non-profit agencies or institutions which have been approved as worksites by the Juvenile Board. Work sites are arranged for youth from all divisions of the department including those referred for lesser offenses from Intake Court Services. In 2008, 7,643 probationers and 283 parents worked 128,104 hours at an estimated value of \$839,081.

Community Programs

An award of \$600,000 plus was granted to the Field Services Division from the Texas Juvenile Probation Commission to provide intensive community/faith-based programs to juveniles who otherwise would qualify for the TYC under the old guidelines prior to June of 2007.

Additional Field Services Programs for 2008

Baby Think It Over - Computerized infants are used to educate and deter teen pregnancy in a realistic, hands-on experience about motherhood and responsible parenting.

Drug Free Youth Program - Certified alcohol and drug abuse counselors are available to all CUPS offices by the Houston Council on Alcohol and Drugs to intervene with those who have substance abuse problems.

Educational Workshops - Workshops for youths and families on various topics.

Early Termination - A voluntary program that may shorten probationary periods.

Equine Therapy - A program combining traditional therapeutic intervention with a more innovative component involving relationships and activities with horses.

Juvenile Consequences - Monthly meetings with representatives of court, law enforcement and juvenile probation to explain the system.

MADD Victim Impact Panel - Workshops for probationers and families intended to show the tragic consequences of drinking

and driving presented by the Bureau of Alcohol, Tobacco and Firearms and Mothers Against Drunk Driving.

Peer Pressure Workshops - Workshops presented by the Houston Police Department on positive and negative effects of peer pressure.

Prohibited Weapons Workshops - Houston Police Department workshops which teach consequences of possession of illegal weapons.

ROPES - A two-day program (Reality Orientation through Physical Experience) with low and high element challenges to build confidence and promote teamwork.

Wings - Educational specialists advocate for juveniles to keep them in school, to reinstate them if expelled or to arrange completion of GED requirements and career planning.

RESIDENTIAL FACILITIES AND RELATED SERVICES DIVISION

Post-adjudication facilities include the Burnett-Bayland Reception Center, the Burnett-Bayland Home, the Delta Boot Camp and the Harris County Youth Village. The division continues to use the DART system of structured supervision and programming from campus to campus. DART stresses personal accountability through Discipline, Accountability, Redirection and Transition.

Burnett-Bayland Reception Center

The Burnett Bayland Reception Center (BBRC) is a secure placement with a capacity of 144 boys. Each male juvenile offender to be placed in a county residential facility is first sent to BBRC to be carefully evaluated. In 2008, assessments were completed for 1,547 youth who were then routed to other county campuses, private placement, TYC and in some cases, placed at home on regular probation or assigned to BBRC. In addition to the general population programming, BBRC offers specialized treatment components: Sex Offender Program, Psychiatric Stabilization Unit and a drug dependent treatment program. There is also a 30-day Intense Impact program which emphasizes structure and early reconnection to family. MHM-RA provides intense counseling to the Psychiatric Stabilization Unit residents and crisis intervention. The Aid to Victims of Domestic Abuse Program and Love U2 groups provides curriculum that teaches boys how to develop and maintain healthy relationships. The Children's Assessment Center provides individual counseling for those youths who indicate sexual victimization in their past. Writers in Schools assists juveniles in writing projects and the Rotary Club provides "Success at Work" groups with a focus on life skills. Volunteers from Special Youth Services and Crossroads bring guest speakers, tutors, religious services, art and other programs to BBRC. In addition, BBRC has participated in a research project with Fordham University on decision-making skills among males who have been placed on probation.

Burnett-Bayland Home

The Burnett-Bayland Home Girls' Program (BBH) is a non-secure residential placement for delinquent females ranging in age from 10 to 17 years. The facility has a capacity of 60 residents and requires a four to six month stay. During 2008, 119 females participated in the program where they are ensured

of an emotionally safe and secure living environment. Many services are directed at the unique needs of females in order to decrease or eliminate their future involvement in the criminal justice system. Services are designed to provide gender specific programs that promote positive self-esteem, personal accountability, self-discipline and improve family relationships. The residents are prepared for reintegration into the home, school and community. Therapeutic intervention and behavior modification are important and provided in the rehabilitation plan. Residents participate in drug/alcohol counseling, individual and family counseling, anger management, teen abuse prevention program, parenting classes for teen mothers, teen health, peer pressure, gang workshops and Girls' Circle. Girls' Circle fosters self-esteem, healthy connections with peers and family and promotes self-expression through verbal sharing and creative activity. The group also participates in equine therapy. Crossroads volunteers provide mentors for residents on campus and the Rotary Club of Houston continues its generous support and assists with community service projects and the Success at Work Program (SAW). The SAW program is designed to assist 16 and 17-year-old females who are planning to enter the workforce. BBH also collaborates with the Work Source that prepares youth to enter the workforce and assists with job seeking once residents are released from BBH. The Juvenile Justice Charter School provides educational services on campus including monthly speakers introducing different types of careers. Activities such as leather craft, print shop, Children's Prison Art Project and field trips to cultural experiences such as museums and theater bring other learning dimensions to the residents. They participate in the horticulture program working in the community garden on campus. The residents learn to give back to the community by delivering the harvested crops to Target Hunger. Weekly voluntary religious non-denominational services are provided at BBH.

Harris County Youth Village

The Youth Village lakefront campus located in the Clear Lake area provides educational, medical and therapeutic services, as well as drug education therapy, for males 10 to 17 years of age. The total capacity of the Youth Village is 170, and in 2008, 644 youths resided there. The behavioral program of the Youth Village targets personal responsibility, appropriate expression of anger, positive decision-making, leadership and, ultimately, self-management of one's own behavior. Student-led community governments meet weekly. Support team meetings and staffings are held to assist students with their progress on campus and to prepare them to return to their homes, schools and community. Parent and guardian involvement is encouraged with visitation, input on treatment plans, family and multi-family counseling and home visits. Community volunteers also support the Youth Village program by providing incentive awards and working with residents as mentors, training coaches, advisors and tutors.

In 2008, the Youth Village's vocational program continued providing residents with stronger ties to continuing education as well as to employers in the community. The Vocational Education Program (VEP) can accommodate 120 students per year. Central to this program is its partnership with the San Jacinto College System's Central Campus, where residents complete

certificate-level vocational classes, which are industry recognized and can be used to further the students' studies at either college or general trades' level. Professors from San Jacinto College instruct students in an 18-week program in either electrical or automotive repair studies. Students in the electrical program receive instruction in basic residential and commercial wiring, and students in the automotive program attend Introduction to Automotive Systems. In addition to vocational studies, all students are enrolled in on campus GED classes. They spend four hours each day preparing to take not only the GED exam, but college-level entrance exams. All students are given academic and employment counseling by both Youth Village staff and San Jacinto College who assist with college financial aid paperwork, scholarships, grants and job applications. Some youth in this program can qualify for grants to cover tuition and fees for one year after their release which will allow many students to continue their college studies as they transition back into the community.

Delta Boot Camp

The Delta Boot Camp provides a residential correctional program for adjudicated males, ages 13 to 16, who have been determined by the court to need a discipline-oriented program. The focus of the program is to redirect the thinking and behavior patterns of juveniles by instilling in them a sound foundation embracing a healthy self-concept, respect for others, authority and personal accountability. This is accomplished in a safe, secure environment with zero tolerance for abuse of any kind while maximizing opportunities for development of body, mind and spirit. The boot camp facility in west Harris County opened in 1999 and has a capacity of 144 residents. During 2008, 592 young men participated in the program. The trainees take part in a structured basic training program incorporating the four phases of DART (Discipline, Accountability, Redirection and Transition.) The goal of the Delta Boot Camp is to provide a successful reintegration into the community and family. Educational classes are provided by teachers from the Juvenile Justice Charter School as well as counseling, anger management and mental health services by MHMRA of Harris County. Trainees who have problems with alcohol and/or drugs are provided treatment via Turning Point of Houston. Special Youth Services and Youth Exchange provide religious programs. A gardening program highlights the trainee's ability to discover the value of working with nature. Upon completion of the program, a promotion ceremony is held when parents witness how their sons have matured. Trainees return home and attend school with intensive supervision by juvenile probation officers from CUPS 7, a special Probation Services aftercare unit. They also participate in community service projects, drug testing and counseling sessions. A 30-45 day impact program designed to redirect probationers whose behavior is jeopardizing their current community or residential probation status recorded a 94% success rate in 2008.

Residential Placement-Community Based Services

The Residential Placement-Community Based Services Unit establishes and maintains contracts with licensed residential facilities throughout the state of Texas. Site visits are conducted prior to any contractual proceedings. When a juvenile must be

removed from the home, the Residential Placement-Community Based Services staffing committee considers all available alternatives. Information is supplied by the juvenile probation officer as well as a psychological and psychiatric evaluation by the MHMRA forensic staff. Placement options are included in the court report for the judge's consideration. Another special unit reviews all cases for possible federal reimbursement from Title IV-E funds. In 2008, a total of \$3,396,163 was received in IV-E reimbursement from the federal government for youths in private placement. Another reimbursement for \$225,180 was received from TJPC for youth who were Sanction Level 5 and placed in a private secure facility or in the BBRC Sexual Offender Unit. H-Grant reimbursements received by the department for 2008 were \$2,203,470.

The Harris County Advocate Program (H-CAP) offers a community-based alternative to placement. The program serves adjudicated offenders whose behavior and social circumstances put them at risk of placement in residential treatment facilities. It offers a range of individualized, non-traditional, wrap-around and advocacy services for the youth and the entire family. Referrals are received from Field Services and institutions saving placement funds and leaving youths in their own homes. In 2008, 491 youths received services from the H-CAP program.

Budget and Information Technology Division

The Budget and Information Technology Division supports the mission of the department by providing professional and technical services in the areas of budget and fiscal management, computer networking, information systems and supportive services. Budget and fiscal management services manage the agency's revenues and expenditures. Day-to-day activities include developing and monitoring budgets, grants management, purchasing and financial report preparations. Computer networking, information systems and research are the functions of the Technology and Systems Development (TSD) unit. Supportive Services staff manages inventory, office supplies and equipment, provide mail courier service and operate a print shop. It also provides various other services upon request that support agency operations.

In 2008, the Department's expenditures were \$107,582,397. The county, state, federal and private funding is identified in the accompanying chart.

Technology and Systems Development

TSD services are developed and delivered in concert with Harris County Justice Information Management System (JIMS) and Information Technology Center protocol. Staff utilizes technology system facilities that track juveniles, their offenses, pre- and post-adjudication services and activities, case docketing and dispositions. The unit supports agency objectives through the development and effective use of technology resources. Its technicians maintain the agency's computer network and provide user support services such as wide area network management, computer hardware and software maintenance/support. In addition, the unit's researchers provide data and reports that support agency research, evaluations, planning and resource management.

The agency's wide area network consists of the Juvenile Justice Center and 16 remote sites located throughout the

2008 EXPENDITURES

Harris County - \$74,824,535	
Harris County General Fund	\$74,762,471
Capital Improvement Bonds	\$43,709
Family Protection Fees	\$18,355
	\$74,824,535

State - \$14,032,680

TJPC-State Aid	\$4,753,644
TJPC-Community Corrections	\$4,234,437
TJPC-Diversionary Placement	\$1,850,430
TJPC-Juvenile Boot Camp	\$977,300
TJPC-Intensive Community Based Programs	\$819,417
TJPC-Secure Facility Operations	\$752,685
TJPC-Special Needs Diversionary (TCOOMMI)	\$273,195
TJPC-Level 5 Placement	\$233,220
Juvenile Probation Equipment Fund	\$138,353

Federal - \$6,400,689

Title IV-E Federal Reimbursement	\$5,997,873
Coordinated Juvenile Crime Enforcement	\$290,221
Project Safe Neighborhoods	\$56,636
Intensive Supervision Juvenile Sex Offender	\$28,491
HISD Safe Schools	\$19,131
TDHCA Disaster Recovery Plan-HCJPD	\$8,337

Federal/State/Other - \$12,199,298

JJAEP Programs and Charter School	\$12,199,298
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Private - \$125,195

Operation Redirect/Mental Health Services	\$78,011
Annie E. Casey Foundation	\$47,184

Total 2008 Expenditures \$107,582,397

Figures are actual expenditures for the period of January 1, 2008 through December 31, 2008.

county. Network users have access to JIMS facilities, desktop applications, the Internet and e-fax as well as specialized applications developed by staff programmers. The programmers engage in a diverse set of activities that include application development and maintenance, research, planning and user training. Research staff addresses data requests from various internal and external consumers including federal, state and local agencies, universities, funding sources and the media. Senior technology staff continues to participate in the development of JIMS-2.

Grants and Alternative Funding

During 2008, the department acquired over \$500,000 from the state and federal governments to assist in providing a variety of basic, emergency and specialized probation services to youth. Included in this total are funds the department received to provide school-based intervention and prevention services, coordination services to youth with mental health needs, specialized services to female offenders, intensive treatment to juvenile sex offenders, and intervention/prevention services for high-risk gang-involved youth. Additionally, the department received over \$45,000 to implement core strategies designed to reduce crowding in the JDC and make other improvements in the county's juvenile justice system. The department also acquired and provided funds to community-based organizations and other agencies to develop and provide innovative programs and services to delinquent youth and their families.

HUMAN RESOURCES DIVISION

Personnel, Payroll, Training, Accreditation and Quality Assurance are the five major areas of the Human Resources Division.

Personnel and Payroll

The Personnel Unit develops job descriptions, researches salary information, recruits, interviews, processes, investigates and hires new staff. An annual department Job Fair was established in 2006. The unit also monitors job performance, ensures that the performance appraisal instrument is appropriate and facilitates the completion of the performance appraisal process on a yearly basis. Additionally, Personnel responds to all claims for unemployment benefits and provides guidance/direction to both staff and management concerning

the use of the grievance procedure, conflict resolution, Employee Assistance Program (EAP) and more.

Personnel and payroll staff ensure that Harris County Personnel Regulations are followed and fairly applied. They work with other county agencies to maintain position control, establish and maintain accurate salary compensation, initiate and monitor salary changes, and provide materials and counsel for more than 1,500 employees regarding benefit information, training and other functions.

Training Unit

The Training Unit provides academy training for new staff. The 40-hour academy is often attended by juvenile probation officers

from around the state as they seek state approved training hours in order to obtain their certifications. The Training Unit is also responsible for providing continuing educational training for all tenured staff. The unit monitors HCJPD staff training hours to ensure that requirements are met for continued certification. Many of the department's staff serves as Resource Training Officers in addition to meeting the demands of their regular job duties.

In 2008, the department's Training Academy which instructs only new employees, conducted over 14,000 hours of training for 283 new employees and visitors from other agencies in Harris County and throughout the state. Training topics ranged from officer safety to interagency collaboration. The Training Unit works in conjunction with Harris County agencies and neighboring counties to co-sponsor trainings. It also manages the department's Speakers' Bureau which provides education regarding probation services to schools, churches and community groups. Representatives from the Speakers' Bureau make presentations to hundreds of children throughout Harris County annually.

Accreditation and Quality Assurance

The Accreditation Unit serves as the department's internal monitor, working to ensure the department's compliance with the standards, policies and procedures required by our accrediting agencies. Those agencies include but are not limited to the Texas Juvenile Probation Commission, the American Correctional Association and the Texas Education Agency. Through random internal audits, monitoring compliance issues and providing technical assistance, the unit helps ensure standards, policies and procedures are being met. It also participates in the accreditation, re-accreditation, certification processes and audits of the agencies that monitor the department.

The unit has been expanded to include a quality assurance component which monitors reported abuse, neglect and exploitation allegations for Harris County youth placed in TYC. This quality assurance component may be requested to lead an in-house team of trained investigators to conduct internal investigations of abuse, neglect or exploitation allegations.

Accreditation officers are required to develop and maintain up-to-date knowledge of the standards, practices and audit procedures of the monitoring agencies.

EDUCATION SERVICES DIVISION

Under the authority of the Juvenile Board, the Educational Services Division provides educational programs for every expelled student and delinquent youth placed in a county-operated juvenile institution. Since 2005, the HCJPD has been solely responsible for all programs of the Juvenile Justice Alternative Education Program (JJAEP) and the Juvenile Justice Charter School (JJCS) rather than dealing with service providers.

Juvenile Justice Charter School (Excel Academy)

Beginning in 1998, all juveniles placed by the courts in detention and residential facilities have been provided educational services under one comprehensive academic program, the

Harris County Juvenile Justice Charter School. In 2008, the name was changed to Excel Academy. Funded by the Texas Education Agency and state and federal grants, the Excel Academy provides a year-round school to enable students to continuously improve their educational skills. The Excel Academy focuses on student progression in the core academic curriculum, TAKS remediation, vocational education and life skills. During the 2007-2008 school years, 85 students received a GED.

Juvenile Justice Alternative Education Program

Students attending the JJAEP have been expelled from one of 22 local school districts for criminal activity or serious misconduct while at school. The program also provides academic transition services to juveniles returning from county juvenile institutions. The JJAEP focuses on accelerated academic growth and behavior skills that will help students be successful when they return to their home schools. Juvenile probation officers are located at the school to assist with the students' probation-related requirements and to provide mentoring, counseling and prevention-related services. Other ancillary services include mental health services, substance abuse intervention, social services, health-related services, service learning opportunities and summer school. The JJAEP is funded by TJPC, local school districts and state and federal grants. During the 2007-2008 school years, 922 students were enrolled with an average attendance rate of 83% for the year. The average length of enrollment per student was 80 school days.

Crossroads: Community Partnership for Youth, Inc.

Crossroads, a non-profit United Way agency, recruits, screens and trains volunteers and interns for the department. They integrate the community with the agency, a partnership that allows the department to meet goals of providing quality services to redirect the lives of youth. Judge Beverly B. Malazzo, Associate Judge, Juvenile District Courts, serves as a member of the Crossroads board. Crossroads volunteers are often requested by the courts and 222 Crossroads volunteers served 24,250 hours as mentors and role models for youth.

In 2008, 480 volunteers and interns donated 64,012 hours in recreational, educational, mentoring, religious and community service programs for youth on probation or in institutions. With volunteer work valued at \$19.51 per hour, the department has received \$1,248,874 in assistance from these community volunteers and interns.

Included in the grand total are volunteers working in specific areas of the department. Forty dedicated volunteers with Special Youth Services donated 7,245 hours and 141 volunteers with Youth Exchange worked 20,783 hours. Also included is the work of 49 interns from area colleges and universities who worked 10,178 hours in the department's student intern program. They served throughout the agency in a variety of positions receiving training and experience in juvenile justice. Twenty PACE Youth Program coaches provided 1,250 hours of one-to-one support to help youth become responsible and productive citizens. Eight Ring of Champions volunteers provided 306 hours of ministry to youth in the Bay Area.

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